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USAID/Uganda Civil Society Strengthening Activity

Quarterly Report

4th Quarter – September 1, 2020 to September 30, 2020

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Cooperative Agreement Number: **72061720CA00011**

Activity Start Date and End Date: **September 1, 2020 to August 31, 2025**

AOR Name: **Morris Nsamba**

Submitted by: Fern Teodoro, Chief of Party

Delina Fico, home office Project Director for CSSA

USAID/Uganda Civil Society Strengthening Activity (CSSA)

East-West Management Institute, Inc. (EWMI)

Plot 1, Kololo Drive, Block B, Kampala, Uganda

Email: fteodoro@ewmi.org,

0707 248 566

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MANAGEMENT
INSTITUTE

*USAID/Uganda Civil Society
Strengthening Activity (CSSA)*

Copied to: kampalausaidPPD-IPreports@usaid.gov

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ACTIVITY OVERVIEW/SUMMARY

Activity Name:	USAID/Uganda Civil Society Strengthening Activity
Project:	USAID/Uganda Civil Society Strengthening Activity
Activity Start Date and End Date:	September 1, 2020 to August 31, 2025
Name of Prime Implementing Partner:	East-West Management Institute, Inc.
[Contract/Agreement] Number:	72061720CA00011
Name of Sub-awardees and Dollar Amounts:	No sub-grants were allocated during the reporting period.
Major Counterpart Organizations:	International Centre for Not-for-Profit Law, U.S.A. (ICNL) Development Network of Indigenous Voluntary Associations, Uganda (DENIVA) Common Ground Consulting, U.S.A. (CGC)
Geographic Coverage Changes (districts):	Gulu, Kaabong, Kotido, Lamwo, Lira, Masindi, Mbarara, Moroto, Omoro, Nwoya, and Rubirizi
Reporting Period:	September 1, 2020 to September 30, 2020

ACRONYMS AND ABBREVIATIONS

ACA	Advocacy capacity assessment
AMELP	Activity Monitoring, Evaluation, and Learning Plan
AOR	Agreement Officer's Representative
CfC	Consulting for Consultants (Academy)
CGC	Common Ground Consulting, U.S.A.
CoP	Chief of Party
CSSA	Civil Society Strengthening Activity
CSOs	Civil society organizations (CSOs)
DENIVA	Development Network of Indigenous Voluntary Associations, Uganda
DFMA	Director of Financial Management and Activity
EWMI	East-West Management Institute, Inc., U.S.A.
ICNL	International Centre for Non-for-profit Law, U.S.A.
ILCA	Individual leadership capacity assessment
IP	Implementing partner
JSE	Joint stakeholders' engagement
MEL	Monitoring, evaluation, and learning
OCA	Organizational capacity assessment
OD	Organizational development
PEA	Political economy analysis
RfP	Request for proposals
TIL	Team Initiative Limited, Uganda
USAID	United States Agency for International Development

I.1 Activity Description/Introduction

CSSA's goal

The Civil Society Strengthening Activity (CSSA) supports the capacity strengthening of Ugandan civil society organizations (CSOs) to influence and contribute to improved development outcomes in four thematic areas: 1) health, with particular attention paid to achieving the country's HIV/AIDS reduction goals; 2) education, youth, and child development; 3) agriculture and food security; and 4) democracy, rights, and governance. To achieve its aim, CSSA implements activities under three principle components:

Component 1: Strengthen the advocacy capacity of CSOs to influence national and local development

Under Component 1, CSSA supports national and regional advocacy umbrella CSOs and CSOs to become leaders in advocating for reforms in CSSA's thematic areas, enhance their capacity to engage citizens and other stakeholders, strengthen their advocacy and institutional capacity, and build organizational resilience. This is achieved by implementing the following activities: (1) Award Advocacy Capacity Support Grants; and (2) Provide Advocacy Capacity Development to Umbrella CSOs and CSOs.

Component 2: Improve the organizational capacity of advocacy and service delivery-oriented CSOs to sustainably fulfil their stated missions

Under Component 2, CSSA implements the following activities: (1) Organize Consulting for Consultants Academy; (2) Award Organizational Capacity Strengthening Grants; (3) Provide Organizational Capacity Development Assistance to Component 2 Beneficiaries; (4) Organize CSO Leadership Programs; and (5) Prepare Local CSOs to Receive Direct USAID funding. Through flexible and tailored capacity development assistance and grants, CSSA assists advocacy CSOs, national and regional umbrella CSOs and national, regional, and district CSOs that engage in advocacy or deliver services in CSSA's thematic areas; and other CSOs that are supported also by other USAID/Uganda implementing partners.

Component 3: Promote a more supporting enabling environment that sustains a vibrant civil society

Under Component 3, the Activity provides grants and technical assistance support to CSOs and Government of Uganda institutions that leads to expanded alliances among multiple stakeholders to promote an enabling environment for civil society in Uganda; increased in-country resources and capacity of CSOs to navigate government requirements and restrictions; and Ugandan-led initiatives to improve the CSO enabling environment. CSSA supports local partner CSOs to ensure increased levels of funding by the private sector and citizens for CSOs.

CSSA's approach emphasizes local ownership of CSSA's interventions and initiatives, building the capacity of CSOs and investing in their sustainability, as well as utilizing Uganda's local expertise and resources. CSSA is committed to gender equality and social inclusion, while CSSA's Giving Rise to Ugandan Indigenous Direction and Experience (GUIDE) Program will invest in the leadership of women, youth, and CSOs outside Kampala.

1.2 Results to Date

Table 1(a): Civil Society Strengthening Activity (CSSA) Preliminary Indicator Summary Table

No.	Indicator	Type of Indicator	PPR	Disaggregation	Data Source	Frequency	Baseline	Target
COMPONENT 1: Strengthen the advocacy capacity of CSOs to influence national and local development								
1.1	Number of citizens involved in annual budget conferences as a result of USG assistance	Output	Custom DR.4	Sex, age, location	Grantees records	Annually	0	642
1.2	Number of CSOs engaged in health advocacy with USG assistance	Output	Custom HL.1	National/regional	CSSA records	Annually	0	95
1.3	Number of agriculture and nutritional enabling environment policies analyzed, consulted on, drafted or revised, approved, and implemented with USG assistance	Outcome	Custom EG.3	National/regional	Grantees records	Annually	0	5
1.4	Percent change in Advocacy Capacity Score for ACS grantees, both overall and for specific advocacy capacity dimensions	Outcome	Custom	National/regional, CSSA thematic area	Individual ACA reports	Annually	0	TBD
COMPONENT 2: Improve the organizational capacity of advocacy and service delivery-oriented CSOs to sustainably fulfill their stated missions								
2.1	Percent change in Organizational Capacity Score of Component 2 beneficiary CSOs, both overall and for specific organizational capacity dimensions	Outcome	Custom	National/regional, CSSA thematic area	Individual OCA reports	Annually	TBD	TBD
2.1	Percent improvement in achievement of strategic plan objectives and targets for Component 2 grantees	Outcome	Custom	National/regional, CSSA thematic area	Capacity Building Plan monitor	Annually	TBD	TBD
2.2	Percent improvement of USAID-supported leaders individual leadership skills	Outcome	Custom DR.4	Sex, age, location, institutional/community	Leadership Assessment Reports	Annually	10%	60%
2.3	Number of Individual Leadership Plans completed	Output	Custom DR.4	Sex, age, location, CSSA thematic	CSSA records	Quarterly	0	432
2.4	Number of parent teacher associations or community governance structures engaged in primary or secondary education supported with USG assistance	Output	Standard ES.1-13	National/local	CSSA records	Annually	0	TBD
2.4	Number of youth who participate in civil society activities following social or leadership skills training or initiatives with USG assistance	Outcome	Standard YOUTH-4	Sex, location	Grantees records	Quarterly	0	TBD

No.	Indicator	Type of Indicator	PPR	Disaggregation	Data Source	Frequency	Baseline	Target
COMPONENT 3: Promote a More Supporting Enabling Environment that Sustains a Vibrant Civil Society								
3.1	Number of CSO enabling environment laws, policies or regulations analyzed, consulted on, drafted or revised, proposed, approved or implemented with CSSA support in line with international norms and standards	Outcome	Sub-IR 3.4.3	National/ regional; development sector	CSSA program records	Annually	0	TBD
3.2	USD amount of in-kind or funding support by private sector for CSSA-supported CSOs	Outcome	Custom	In-kind/funds, firms/individual giving	Database of CSR projects	Annual	0	TBD
3.3	Number of human rights defenders trained and supported	Output	Standard DR.6.1-2	Sex, age, location	ICNL and LASPNET record	Annual	0	150
3.4	Number of judicial personnel trained with UCG assistance	Output	Standard DR.1.3-1	Sex, age, location	ICNL and LASPNET record	Annual	0	100
ACTIVITY OVERALL								
AO 1	Number of CSO receiving USG assistance engaged in advocacy interventions (C.1 and C.3)	Output	Standard DR.4-2-2	National/ regional, CSSA thematic area	CSSA records	Annually	0	200
AO 2	Number of national or regional policies analyzed, consulted on, drafted or revised, proposed, approved and implemented with USG assistance (C.1 and C.3)	Outcome	Custom	National/ regional, CSSA thematic area	Grantees records	Quarterly	0	TBD
AO 3	Number of citizen-driven watchdog or other accountability mechanisms established or supported with USG assistance (C.1 and C.3)	Outcome:	Custom DR.4	National/ regional, CSSA thematic area	Grantees records	Annually		TBD
AO 4	Number of citizens that participate in CSSA-supported advocacy initiatives (C.1 and C.3)	Outcome	Custom	Sex, age, location	Grantees records	Quarterly	0	TBD
AO 5	Number of for-profit private enterprises, producers organizations, water users associations, women's groups, trade and business associations, and CBOs receiving USG funds for citizen participation in development (C.1 and C.2)	Output	Custom EG-3	National/ regional, CSSA thematic areas	CSSA records	Annually	0	20
AO 6	Number of CSO and CBO representatives that participate in CSSA's mentoring, training, and peer learning activities	Output	Custom	Sex, age, location	CSSA records	Quarterly	0	TBD

Please note that the table on the previous page is the Activity Monitoring Evaluation and Learning Plan (AMELP) submitted to USAID as part of EWMI's proposal for CSSA. In the next quarter, the Activity will work on a revised AMELP. Since this report covers CSSA's first month, there are no results to be reported.

ACTIVITY IMPLEMENTATION PROGRESS

I.3 Summary of Implementation Status

Since this report covers CSSA's first month, there are no results to be reported.

I.4 Progress Narrative

During the 1st month of CSSA's implementation, EWMI focused on start-up and inception activities, in accordance with the Annex 1: Start-Up Plan that was submitted to USAID as part of EWMI's proposal for CSSA.

Start-up Activities

- EWMI identified an office space in Kampala and, at the time of writing this report, it is in the process of signing the lease. EWMI began the process for purchasing the vehicles for CSSA.
- EWMI signed the employment agreement with CSSA's Chief of Party (CoP), and signed service agreements with two key staff: the Organizational Development (OD) Specialist and the Monitoring, Evaluation, and Learning (MEL) Specialist. On August 31, 2020, EWMI submitted to USAID the request for approval for CSSA's Director of Finance Management and Activity (DFMA), a key personnel position for CSSA.
- EWMI publicized the job opportunity announcement for CSSA's non-key personnel, evaluated the applications, and will hold interviews with the best candidates during the next quarter.
- EWMI worked on drafting CSSA's Procurement, Finance, Employee and Grants manuals in line with USAID regulations and the Ugandan context. In the next quarter, EWMI will submit the four manuals to USAID for review.

- EWTMI worked on preparing the sub-award agreements and sub-contract for the three major implementing partners, namely, the International Centre for Not-for-Profit Law (ICNL), Development Network of Indigenous Voluntary Associations (DENIVA), and Common Ground Consulting, U.S.A. (CGC). EWTMI will sign these sub-awards agreements/sub-contract during the next quarter.
- EWTMI hired a Ugandan legal firm to assist with the registration of EWTMI's representative office in Uganda. EWTMI prepared the required legal documents and submitted them to the legal firm to begin the registration process. If there are no other legal impediments, EWTMI should be registered in Uganda by the end of the next quarter.

Inception Phase

- EWTMI in cooperation with DENIVA developed the initial list of institutions and organizations that it will consult with during the Stakeholder Consultations process. CSSA's CoP and OD Specialists began scheduling appointments with local CSOs and USAID implementing partners (IPs).
- EWTMI prepared and published the request for proposals (RfP) for conducting the political economy analysis (PEA) for CSSA. EWTMI circulated the RfP on various social platforms and placed advertisements in Uganda's daily newspapers. EWTMI received and evaluated 8 proposals. The proposal by Team Initiative Limited (TIL) received the highest evaluation score. EWTMI worked with TIL to improve their technical and cost proposal, prepared the draft sub-contract with TIL, and drafted the request for USAID's approval of the sub-contract with TIL.

2. ADAPTIVE MANAGEMENT APPROACH AND GUIDING PRINCIPLES

For this section, EWTMI does not have any information to report, as the report covers CSSA's first month of implementation.

3. LEADERSHIP DEVELOPMENT

For this section, EWTMI does not have any information to report, as the report only covers CSSA's first month of implementation.

4. MANAGEMENT AND ADMINISTRATIVE ISSUES

As of September 30, 2020, EWMI was awaiting USAID approval for the DFMA and for the sub-contract with TIL. These approvals were obtained before the time when this report was submitted, October 30, 2020.

The only equipment item that may require A/COR approval in the coming quarter is the purchase of a server. This will depend on the quotes EWMI will receive from the server suppliers.

5. PLANNED ACTIVITIES FOR NEXT QUARTER INCLUDING UPCOMING EVENTS

Planned activities for the period October 1 - December 31, 2020, will include:

- Complete the PEA report;
- Complete the CSSA's initial Stakeholder Consultations process;
- Hold the Start-up Joint Stakeholders Engagement (JSE) Workshop. USAID representatives will be invited to attend. Media will be invited to report on the workshop. CSSA will work closely with the Agreement Officer's Representative (AOR) to ensure USAID's participation and the adequate communication of the event through the media. The form of media to be used will be discussed with USAID's communication department and the AOR;
- Finalize CSSA's Year 1 Implementation Plan and AMELP and submit them for USAID's approval;
- Prepare and finalize CSSA's assessment tools: the Organizational Capacity Assessment (OCA) tool, the Advocacy Capacity Assessment (ACA) tool, and the Individual Leadership Capacity Assessment (ILCA) tool;
- Prepare and issue the RfA for the Advocacy Capacity Support Grants;
- Prepare and issue the call for application to select candidates for the Consulting for Consultants (CfC) Academy, and evaluate the applications;

- Begin to draft the program and the training materials for the CfC Academy; and
- Finalize registration of EWMI's representative office in Uganda;
- Finalize CSSA's Procurement, Finance, Employee and Grants manuals, and obtain USAID's concurrence for these documents; and
- Hire most of CSSA's non-key personnel staff.